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9 July 1970

MEMORANDUM FOR: Chief, Plans & Programs Division, PPBS/NPIC

SUBJECT : Creation of a Data and Information Management Staff

DISCUSSION:

1. The management of data and the information derived and reported from data where it pertains to the management of Center activities has been performed in a rather ineffective way.

2. A look at the Center reveals that data or information is collected, maintained, and disseminated for a variety of reasons and at many locations and levels of management throughout the Center. There exists no staff, however, to correlate the data so that it is used effectively in the decision-making process by top-level managers in the Center.

3. Examples of these data are files containing target statistics, film usage and inventory, report and briefing boards production, personnel, finance, budgets, equipment maintenance, supplies inventory, etc.

4. The Management Information System (MIS) also is somewhat ineffective as a management tool because certain prime functions have been delegated to a line organization.

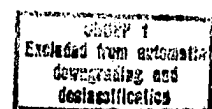
5. Namely, PSG/AID is responsible for the following functions:

a. The collection and verification of manhour data recorded on time sheets, and submission of these data to the Operations Branch, AID for input to the computer based Management Information System.

b. The collection and verification of project data (e.g., project information work phase notices, products, etc.) and submission of these data to the Operations Branch, AID for inclusion in the MIS.

c. The maintenance (e.g., updating and purging) of data contained in the MIS.

d. The preparation of algorithms for the retrieval of information from the MIS and the collation and presentation of this information in a format mutually agreed to by AID and PPBS. This will, however, be limited to those services amenable to existing MIS software and/or which require minimum manual extraction and formatting operations.

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- e. The continuing review and redesign of system components of the MIS in an effort to improve MIS products and meet the changing demands of MIS customers as determined by PPBS, in consultation with AID.
 - f. Serve as the interface between operational and developmental components of AID and MIS customers in all matters pertaining to the MIS.
6. While, PPBS is responsible for the following functions:
- a. A determination of management data elements which should be recorded in the MIS.
 - b. The determination of the information elements which should be extracted from the MIS.
 - c. The analysis of data extracted from the MIS.
 - d. The preparation of management analysis reports based in whole or in part on information extracted from the MIS.
7. The main problem caused by this dichotomy of functions is that those functions necessary to insure a timely MIS are not the responsibility of the PPBS.
8. Further, to gain insight into customer usage of the MIS, function 5f should be under the PPBS.
9. The division of functions described in paragraphs 5 and 6 has been in existence since August 1968. Prior to that time all the functions were under PPBS.
10. Prior to August 1968, the MIS responded to user needs on a weekly basis. The files were kept up-to-date; there was systematic checking of data; improvements were continually made, and the system as a whole received Center-wide acceptance.
11. Today the file is in poor shape. It has not been purged of closed projects since before August 1968. The latest pay raise tables have not been input into the file, and updates take from two to four weeks. All this taken together adds to the lack of acceptance of the MIS by most Center personnel.
12. Part of the problem is directly attributable to PPBS for not providing direct support to the MIS on a routine basis.
13. To summarize, there exists within the Center many information files, among them the MIS, each of which, if properly controlled by a

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higher level organization, could contribute significantly to the decision-making process.

14. Further, there will be many additional information systems imposed on the Center by the SIPS. Already, the Automatic Budget Control System is being utilized by the Center. PPBS has not relinquished control of the Automatic Budget System but has taken direct action to control and operate this system.

15. Some of the information systems to be imposed on the Center by the Agency SIPS are those dealing with performance measurements and workload factors.

16. What is being alluded to here is the implication that some sort of system, or systems, requiring the collection and analysis of manhour data will become an Agency-wide requirement.

17. NPIC is the only component that has an MIS which collects and analyzes manhour data.

18. If it becomes an Agency requirement for all components to collect and analyze manhour data, we must do so in a much better manner and at a higher management level than we do so now.

19. A line organization should not be in control of a Center-wide information system responsive to the Agency.

20. We must reorganize the PPBS staff to allow for the control and analysis of NPIC information systems on a routine basis.

21. The following recommendations are based on the assumption that approval will be given to improve the MIS on the basis of a drum-based, weekly manhour file where input to the file is made by each Group through a remote access device.

RECOMMENDATIONS:

1. PPBS assign a staff officer as the NPIC Data/Information Coordinator.

2. Two slots from AID/SIS to be transferred to PPBS and assigned to the operation and control of data and information systems.

3. RAD and PPD provide ad hoc support to these systems.



Plans & Programs Division, PPBS
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Attachment to
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DATA AND INFORMATION MANAGEMENT STAFF

MISSION:

The Data and Information Management Staff (DIMS) is responsible for collating all Center data/information systems to provide NPIC managers with essential planning and operating information in forms that combine manpower utilization, program schedule, targets, reports, finance, and budget statistics, and personnel and inventory levels into meaningful relationships. In addition, the DIMS has the responsibility to insure that all Center data/information systems are designed, maintained, and operated in such manner as to provide useful, accurate, and timely information to all Center managers.

FUNCTIONS:

The Data/Information Management Staff in cooperation with Center managers shall:

1. Operate and improve the MIS to ensure identification, collection, storage, and retrieval of essential elements of management data.
2. Analyze the utility, accuracy, and timeliness of all NPIC data/information systems which are intended to provide management information of Center-wide interest.
3. Correlate and interpret data from the various data/information systems to provide a wide range of information to assist management in the decision-making process.
4. Analyze all data and information systems and produce reports which translate current and past performance data into meaningful predictions of future performance.
5. Respond to Center managers' requests for ad hoc data correlation of the various data and information systems.

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